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StarNet, LLC Proposal #14-03

**South Central Kansas Economic Growth Strategy**

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A handwritten signature in dark ink, appearing to read "Paul Masson", with a long, sweeping horizontal stroke at the end.

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## Proposal Summary

**Project:** Wichita Economic Development Strategy

**Project Objective:** Support formulation of a Wichita Economic Development Strategy that integrates existing initiatives (e.g. GWEDC and WSU); is supported by the majority of regional stakeholders and can be used to guide policy discussions for use of new City/County revenues for job formation.

**Project Scope:** Provide expertise, analyses and group processes to formulate an Economic Development Strategy to support a regional Jobs Plan

**Project Approach:** Form a joint-project team between StarNet, WSU's economic analyses professionals and Chamber of Commerce personnel, led by StarNet to apply a cluster-based approach to regional economic development. StarNet will be responsible for project management, all methods, all facilitation and on-call expertise. WSU will be responsible for securing and analyzing regional economic data. The Chamber will be responsible for contacts to key stakeholders and working-group meeting logistics.

**StarNet Services:**

- Stakeholder Preparation and Leadership Organization
- Regional Economic Analyses Guidance: Baseline and Benchmark
- Group Facilitation: Common Vision, Values and Strategy
- Group Facilitation of Action Plans: Cluster and Cross-Cutting
- Communications Strategy Advice
- On-Call Expertise

**Phase I** Secure Leadership, Formulate Vision, Public Announcement  
**Phase II** Complete Baseline & Benchmark Analyses  
**Phase III** Organize Industry Cluster and Cross-Cutting Working Groups  
**Phase IV** Create Integrated Strategy from Vision and Work Team Plans, followed by Public Launch

## Tasks

**Preparation- Client and Project Team Meeting, Project Kickoff** (1 week)

**Phase I Secure Leadership, Formulate Vision, Public Announcement** (6-8 weeks)

1. Secure Co-Chairs to Lead Initiative
2. Secure Leadership Group: Stewards, Facilitate Vision Session
3. Appoint Co-Chairs for Working Groups Organized as Economic Clusters
4. Brief Extended Stakeholders, Secure Agreement(s) to Participate
5. Hold Public Event to Announce Initiative

**Phase II Complete Baseline and Benchmark Analysis** (11-12 weeks)

1. Analyze Current Regional Performance- Outcomes
2. Identify and Analyze Clusters-Outputs

3. Analyze Economic Foundations-Inputs
4. Review Analysis with Stewards, Develop Strategic Scenarios
5. Present Analysis and Scenarios to Extended Stakeholders

**Phase III Organize Industry Cluster & Cross-Cutting Working Groups (11-12 weeks)**

1. Build Cluster Working Groups Defined by Industry or Topic (e.g. Innovation)
2. Round 1 Meeting- Identify Challenges Relative to Cluster Needs
3. Round 2 Meeting- Create Action Plans to Address Needs
4. Round 3 Meeting: Create Business Agreements to Implement Actions

**Phase IV Stewards Meetings to Integrate Strategy & Plans, Public Launch (8-9 wks)**

1. Stewards Meeting 1- Identify Cross-Cutting Needs Across Clusters
2. Stewards Meeting 2- Define Target Regional Initiatives
3. Prepare and Integrate Cluster and Regional Partnership Business Plans
4. Integrate Plans into Regional Strategy
5. Launch Strategy

**Estimated Schedule:** Range 37 to 42 weeks (8 and ½ to 9 and ¾ months), average 39

**Prepare** 1 week (5 to 7 days)

**Phase I-** 6 to 8 weeks (1 and ½ to 2 months)

**Phase II-** 11 to 12 weeks (2 and ¾ to 3 months)

**Phase III-** 11 to 12 weeks (2 and ¾ to 3 months)

**Phase IV-** 8 to 9 weeks (2 to 2 and ¼ months)

**Est. StarNet Cost by Phase:** Subject to discussion with WSU economic analysis staff and Wichita Chamber of Commerce re the level of support they require for generating data and organizing meetings

Phase	Labor	Travel & Out-Pocket	Total
<b>Prep Phase</b>	\$ 7,015.00	\$0.00	\$ 7,015.00
<b>Phase 1</b>	\$ 26,050.00	\$ 6,921.00	\$ 32,971.00
<b>Phase 2</b>	\$ 52,025.00	\$ 8,121.00	\$ 60,146.00
<b>Phase 3</b>	\$ 58,675.00	\$ 12,957.00	\$ 71,632.00
<b>Phase 4</b>	\$ 53,700.00	\$ 9,465.00	\$ 63,165.00
<b>Total</b>	<b>\$ 197,465.00</b>	<b>\$ 37,464.00</b>	<b>\$ 234,929.00</b>

**Factors Affecting Cost and Schedule:**

- Leadership commitment (speed of commitment, participation in meetings)
- Personnel commitments from WSU (analysis) and Chamber of Commerce
- Methods and response to meeting invitations (leaders and participants)

**StarNet Personnel:** Paul Masson, (Strategy & Facilitation) Managing Director (StarNet)  
 Jim Gollub, (Economic Development) Associate (JGA)  
 Project Administration-Kristina Simons, (StarNet)

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**Full Proposal:** See attached for background, method, tasks, schedule, deliverables, personnel resumes and qualifications

**Disclosure Statement:** **Disclosure Statement:** This proposal has been provided exclusively to the City of Wichita Kansas, the County of Sedgwick Kansas, the Wichita Chamber of Commerce and the Wichita State University office of Research and Technology Transfer for evaluation purposes only. While all of the information in this proposal can be found in the public domain, the organization of information, methods and insights has been prepared by, and is the property of StarNet, LLC and James Gollub Associates, LLC. This proposal shall not be duplicated, used, or disclosed—in whole or in part—for any purpose other than evaluation by employees or officials of the City of Wichita Kansas, County of Sedgwick Kansas, the Wichita Chamber of Commerce and Wichita State University. This restriction does not limit StarNet's potential client's right to use information contained in this proposal if obtained from another source without restriction nor disclosure of the proposal upon conclusion of the evaluation process as provided for under the State of Kansas Open Records Act (K.S.A. 45-205 et seq).

## Background

The Wichita Kansas metro area is facing an economic transition resulting in job loss due to forces beyond the City's immediate influence. The region is a leader in aviation manufacturing and has large concentrations of firms in the machinery, materials fabrication, energy, HVAC systems and food processing industries. The region's collective economic profile is heavily impacted by the nature of aviation manufacturing, which requires long supply chains capable of designing and fabricating structures that meet precision standards dictated by safety requirements. The result is concentrations of firms whose investments are focused on a tight integration of capabilities (design, fabrication, delivery) to a single market. The unbundled capabilities meet other market needs, but that requires a realignment of physical and human assets.

The global economic recession (2008 to 2010)<sup>1</sup> reduced demand for general aviation equipment concurrent with the adoption of aviation vehicle design and manufacturing methods that increase per-plane value but reduced the number of assembly workers. The reduction in GA equipment demand was for aircraft in categories that have been product lines for two of the three Wichita Metro area general aviation manufacturers.<sup>2</sup> Beechcraft entered a structured bankruptcy that lead to elimination of its jet product line but also the reconfiguration of its plants using "Lean Design" principles that increased throughput with thirty percent (30%) fewer workers. Cessna launched new product development plans by leveraging a previous vehicle frame but designing a manufacturing process that assumed increased automation. In both cases, the companies reduced workers with metal fabrication skill sets and sought new workers skilled at controlling automated assembly equipment.

The reduction in aviation manufacturing and supplier jobs has not been offset by increased employment in growth areas of energy, information systems or healthcare. This has left the Metro area leaders with the question of where to invest limited resources to support job formation. The regional economic development organizations have existing programs for recruitment and site selection while special purpose organizations are investing in workforce development. Wichita State University (WSU) is concurrently developing plans for investments to align student education with near-term innovation needs of major industrial sectors in an Innovation Campus. The WSU plan could be enhanced by concurrent development of an economic development zone close to the campus. These concepts have been presented to the City and County managers. The combination of existing initiatives and WSU's innovation driven plans will result in job formation, but raises the question of how to coordinate the initiatives to optimize investment and avoid duplication.

The Wichita City Manager's office has stated the need for an integrated economic growth strategy to prioritize investments of the region's limited resources. Such a strategy must leverage existing initiatives, build on recent regional leadership Jobs Plan meetings and engage key stakeholders to assure strategic implementation.

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<sup>1</sup> [\*World Economic Outlook, April 2012\*](#). Washington, D.C.: [International Monetary Fund](#). April 2012. pp. 38; etc. ISBN 978-1-61635-246-2. Retrieved 24 June, 2014

<sup>2</sup> [\*Aviation Cluster Must Innovate, Globalize, Train, says Study\*](#), Molly McMillan, Wichita, KS, Wichita Eagle, June 21, 2014, Retrieved 24 June, 2014

StarNet is offering this proposal for expertise and services to support the formulation of a regional economic development strategy to meet these needs.

## Objectives

There are four objectives for StarNet's proposed service support:

- Strategic Direction and Diversification- Support the formulation of a Wichita Economic Diversification Strategy for enterprise formation, expansion and attraction that is supported by a majority of the regional stakeholders and can be used to guide policy discussions for use of new City/County revenues for job formation.
- Action Commitments for Development- Facilitate agreements on action commitments to implement the diversification strategy
- Strategy Implementation: Action Groups and Partnerships- Facilitate the formation or transition of working groups and partnerships to carry out the action commitments
- Transfer Knowledge- Transfer understanding of cluster-based, regional economic development to managers responsible for strategy implementation.

## Scope

The scope of StarNet's role and services will be focused on: providing expertise, analyses and group processes to formulate a Wichita Economic Diversification Strategy to support a regional jobs plan. The specific services that derive from this scope will include:

- Stakeholder Preparation and Leadership Engagement
- Regional Economic Baseline and Benchmark Analysis Methods
- Group Facilitation: Common Vision, Values and Strategy
- Group Facilitation of Implementation Plans: Cross-Cutting and Targeted
- Communications Strategy Advice
- On-Call Expertise

A variety of other economic development strategy and implementation issues may arise during the engagement but are outside the proposed scope of services provided by StarNet personnel including a) providing staffing for the baseline and benchmark analyses, b) arranging for meeting logistics and invitations, c) recruiting new stakeholders beyond those currently engaged via the Chamber of Commerce d) facilitating meetings between local and State level officials e) undertaking primary research regarding potential "recruitment" or "retention" targets that may be revealed by the cluster analyses and f) creation of public communications program content.

## Project Approach

StarNet proposes to form a "joint-project-team" with Wichita Chamber of Commerce (WCoC) and WSU personnel to implement the Methods and Tasks described below. The joint-project team roles would be:

- StarNet: Primary role for project management, economic strategy analysis and development expertise, stakeholder mapping, and meeting design/facilitation to regional agreement on strategy and implementation. This role includes guidance of other team members regarding the understanding and application of strategic economic



development methods, data identification and analysis, stakeholder mapping, group facilitation, and compilation of final working group plans and recommendations.

- WSU: Primary source to obtain and carry out analyses of requisite data sources for the baseline and benchmark analysis of overall regional economic performance, industry structure and position and key economic input with guidance from the project managers. WSU team member(s) participate in the project management meetings to learn methods and coordinate actions.
- Wichita Chamber of Commerce (WCoC): Primary source for supplying company contacts for interviews, confirming interview arrangements and arranging for meeting invitations and logistics for facilitated sessions. WCoC team members participate in the project management meetings to learn methods and coordinate actions.

This approach is intended to assure that the economic development strategy methods are transferred to the local professionals who leverage relationships with existing groups (e.g. Leadership Council) to maximize stakeholder contacts and meeting participation. The outcome will be local, professional team with knowledge to implement the Jobs Plan Strategy without further StarNet engagement while concurrently minimizing project expenses associated with data analysis and meeting logistics.

## Methods

Our team views the tasks and deliverables as requiring two distinct but interrelated methods.

1. **Economic Development Strategies<sup>3</sup>**- Economic growth occurs when there is an alignment in economic inputs needed for enterprise formation, expansion and attraction—whether private or public—often known as a “vital cycle”. This coordination approach focuses on first understanding the competitive needs of specific industries-whether existing or emerging--and the delivery of advantages in their specific input needs. Essentially, helping markets work by using existing resources in new ways. This effectively enables diversification through faster enterprise formation, stronger industry expansion, and new industry attraction retention, recruitment and new business formation. Achieving these outcomes is based on applying four principles:
  - **Coordinate across the “region” to achieve a high performing economy:**  
The global marketplace is now divided into metropolitan regions that compete against each other. National economies are only the sum of their regions. National and state policies only set the stage for what regions can do. Moreover, economies don’t stop at municipal or county boundaries; they go where their residents drive to work—the “comutershed”.

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<sup>3</sup> James Gollub of JGA LLC is an early developer of the cluster-based economic development method . Separately from having completed strategies for regions from Austin, TX and Silicon Valley to Bangalore, India and Hong Kong, Gollub has previously completed nationwide analysis of regional clusters and competitive capacity for the US Economic Development Administration ("America's Clusters") and developed a guidebook for practitioners on cluster-based strategy for EDA titled "Cluster-based Economic Development: A Key to Regional Competitiveness".



- **Organize across multiple industry groups called “clusters”:** Regional economies are driven by their industrial “engines”—*clusters*—multi-layer groups of related firms, suppliers and supporting input institutions (education, investors, utilities, infrastructure, regulators) that export out of the region to bring in net new revenue. A high performing region has a diverse portfolio of clusters each at different stages of growth that produce diverse job opportunities and investment that, in turn, create “ripple” effects driving local serving businesses.
- **Compete through creating economic input advantage:** Clusters only form, expand or are attracted when there are distinctive advantages in the economic inputs on which they depend. For each cluster these inputs take different combinations of workforce, innovation, capital, logistics, resources, marketing, governance (industry and government regulation, as well as taxation and administration) and quality of life. The advantages each cluster needs may also change over time. High performing regions deliver these advantages in ways that go beyond conventional economic development programs—they invest in creating new advantages and change existing ones over time. And they all started building advantages some time back. This does not take place overnight, though changes can happen quickly, once the process is fully engaged.
- **Collaborate regionally to compete globally:** Markets are about collaboration between output engines (industries and their demands *and* inputs (public and private institutions that supply what industries use). In high performing regions industries *and* institutions align with each other dynamically to grow and compete-- --- institutions working alongside industries in the global marketplace. These economic partnerships “convene the marketplace” to enable and accelerate change. When this happens there is a positive economic feedback loop that grows: advantages attract industry investment and expenditure leading to further improvement in inputs by public and private sources—a “vital cycle”, not a vicious circle.

2. **Facilitation for Strategic Alignment-** There are different ways to facilitate discussion to reach strategic agreement among individuals that see one-another with distinct experiences leading to conflicting interests and philosophies. Successful facilitation for strategic alignment across organizations, requires methods based on a few key principles:

- **Be User/Market Driven-** Public and private strategic coordination must always be focused on meeting “user needs”. For economic development, this means convening the marketplace to identify the common needs of a portfolio of industry clusters, all of which are focused on “market needs”. This focus generates criteria for selecting investments that support the growth of companies to meet market needs, thereby driving the need for additional employment.

- **Use Objective Information for Group Wisdom-** Strategic decisions are most effectively made by the “collective wisdom” of the stakeholders that have been informed by objective information.<sup>4</sup>
- **Generate Alternative Strategic Scenarios: Select the Best-** A well facilitated, strategic alignment approach will identify multiple (generally three) strategic scenarios that identify different combinations of resources used to meet objectives. The scenarios represent different alternatives. The decision-makers use group wisdom to generate criteria to objectively rank the criteria, based on the objective information provided for their discussions.

StarNet will use the Decision Analysis (DA) method of strategic decision-making to guide the integration of the analysis and facilitated meeting decisions. This approach applies a set of “value criteria”, generated by stakeholders, to choose among decision options to maximize return to the collective stakeholders. This approach is a “group process” of stakeholders that are guided through a series of steps leading to a collective decision. This type of decision-making has proven to be more effective than using ideological criteria or relying on specific recommendations generated external content experts (i.e. what is the right strategy).

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<sup>4</sup> James Surowiecki, [The Wisdom of Crowds](#), Anchor Books, New York, New York, 2004

## Statement of Work: Tasks

### Project Preparation

#### Project Team Organization

The project begins with a meeting of the client liaison and project team to review the project methods, tasks, schedule, reports and online project management reporting system. The objective is to answer questions about the methods and linkages to tasking sequence. The outcome is an allocation of tasks by schedule and protocol for project coordination among the team members.

### Phase I Secure Leadership, Formulate Vision, Public Announcement

The Phase I objective is to formulate a vision, within 45 to 60 days, for Wichita leaders to use that will set the stage for key decisions, such as the upcoming 1% ballot measure. The vision will define priority development directions for diversification through enhanced competitiveness of existing industry clusters and for accelerated development of emerging clusters.

#### 1. Leadership, Vision, Announcement

- 1.1. **Secure Co- chairs to Lead Initiative:** This regional initiative begins with the designation of at least two or more high level, objective, economic leaders agreeing to co--chair the on--going initiative. The co-chairs are often effective when chosen from an existing regional development group. The co-chairs will anchor, host and convene the major steps in the strategy process. The co-chairs are chosen to ensure high level, non- political, commitment from across key “corners” of the region. These co- chairs are expected to anchor and reinforce the participation of other participants, particularly the Leadership group (see below) and cluster co-chairs (see below). The consultants will provide a “job description” with time requirements for the co- chairs for use.
- 1.2. **Secure Leadership Group: Stewards”:** With the consultant’s guidance, the initiative co- chairs, will organize a “leadership” group of economic stakeholders to oversee the regional strategy development. As with the co-chairs, it is often most effective to draw these leaders from an existing group. The consultants will facilitate the leadership group through a process to generate a vision for the region’s future economic state. The leadership group acts as “stewards” of the overall process with a “macro view” of the region, not narrow interests. The leadership group is like a board, but they must commit to advocating for the collaborative regional competitiveness strategy process at all levels and each stage. The number of “stewards” may be between ten and twenty-five. There are no limits in size, but inclusion of leaders and economic input institutions from across the region may merit building a good-sized group. Commitment is crucial, and appointment to the leadership group is not casual and participants, even if executives of major entities, must commit to participating in (at least) the three rounds of cluster

co- chair meetings with other leaders, and ideally attend the three regional events.

- 1.3. **Appoint Co-Chairs for Working Groups Organized as Clusters:** A key to organizing the collaborative strategy process is to build individual economic cluster groups. The list of potential clusters will be identified from the region's previous cluster analyses (e.g. GWEDC or CEDS) and input from the leadership group. To help anchor these new groups the consultants recommend that the initiative co- chairs and "stewards" nominate at least two interim, cluster co-chairs for each cluster. As the existing or new clusters to be organized will not be formally defined until after the start of this initiative, appointing cluster co-chairs will lag the formation of the stewards group. However, these candidates will be needed as soon as the clusters are identified in the next phase of work. Ideally, these candidates will be individuals who believe that there is a good reason to bring together members of their industry and their industry input institutions into a collaborative strategy process. As co-chairs of each cluster these individuals will help identify counterpart companies to invite to the clusters as well as key suppliers and economic input institutions. Once the clusters working groups are formed the co- chairs will co-host three rounds of collaborative strategy, facilitated by the consultants.
- 1.4. **Hold Stakeholder Briefings, Secure Agreement(s) to Participate-** The consultants will provide deeper content and context to familiarize and ready regional stakeholders to participate in this regional initiative. The consultants will coordinate with WCOC and partners to identify key organizations from across the private and public sectors that should participate initiative. Then the consultants will conduct hands- on briefings with selected groups with the goal being to have organizations agree to a "compact on collaboration" (e.g., to actively participate, encourage their members to participate). These briefings typically involve meetings for associations, councils, agencies, industries, utilities and other groups who need to be involved in the initiative. There may often be five to ten briefing sessions, as required.
- 1.5. **Hold Public Event to Announce:** Convene a regional open forum to present the reasons for this regional economic strategy and introduce the leadership (co-chairs and "stewards") to engage a broader set of stakeholders in the community to set the strategy formulation process in motion. This meeting is designed to communicate that this new initiative is not something ever done before and that it will change how the region works together for the future so your region can compete globally, on a continuing basis, not leaving our destiny to others. Press kits and press briefings are typically part of this activity.

## **Phase II Complete Baseline and Benchmark Analysis**

Economic development strategy decision- making must be informed by objective information. For this reason, three focused assessments are generated to help guide the collaborative strategy process that follows the leadership organization phase. Each analysis helps clarify where the regional economy stands today, how it has performed in

the past relative to competing regions, and sets the stage for a regional performance tracking system that be used to monitor the economy moving forward.

## 2. Complete Analyses

2.1. **Analyze Current Regional Performance (*Outcomes*):** This analysis measures the performance outcomes that all citizens and leaders care about. These measures are the “end results” of the region’s ongoing economic policies and practices. To generate this analysis the project team will review existing outcome indicators to use as a performance baseline based on the past five (or ten) years performance outcomes, including:

- **Prosperity:** Household and per capita income, wages, GRP and fairness (or disparity) by ethnicity, age, geography relative to national average.
- **Sustainability:** Levels of air and water quality, power, and waste relative to job and wage growth.
- **Quality of Life:** Home ownership rates, health epidemiology, security (crime rates), and cultural distinction relative to national average.

2.2. **Identify and Analyze Clusters: *Industry Engines (Output- side)*:** This analysis identifies and measures the industry engines that power the economic performance of the region. The focus here is on existing and emerging industry clusters—not all segments of the economy. Clusters are the engines of the economy, even though they typically represent no more than about 25% of total employment. The reason clusters are so important is that, as “engines” they generate primary, induced and indirect employment by producing goods and services that are “exported” outside of the metropolitan area (e.g., they are traded services). They bring in net new dollars to the economy. All local serving businesses are driven by the incomes of those who work in clusters. To complete this analysis the project team will conduct benchmark appraisal of each industry cluster in your regional economic portfolio to competitor regions.

In order for the project team to identify the region’s economic engines we will use the new US EDA on line cluster data base, or, if need be general Bureau of Labor Statistics (BLS) data, and then apply a proprietary industry assessment tool (NETS) which must be purchased for project use. By using these data, and our experience in analyzing what the data suggests, we can provide important characterization of how actual or emerging clusters have been performing. We will be able to show: formation and survival, their age, their growth or decline, and their moves in or out and their ownership structure.

From this analysis, the project team will identify at least two to three clusters relevant to future regional growth and we will use that as the baseline of the cluster development process and engagement. The project team will confirm the analysis through interviews of both companies and associations connected with the cluster. We generally will interview five companies per cluster.

National competitiveness trends for existing and emerging clusters will be based on available public data and strategically purchased proprietary market studies, as deemed necessary or appropriate.

**2.3. Analyze Economic Foundations (*Input- side*):** A shortcoming of previous economic development is that it was confined to narrow categories of activity to enable diversity or growth: for example, infrastructure investment and workforce development. The economy, however, is made competitive by the alignment of all foundational economic inputs to create advantages for output producing enterprises. High performing regions typically coordinate and adapt the investments into their inputs, such as education, innovation, capital, logistics, resources and other factors to offer well timed advantages to a portfolio of industries, which in turn, leads those industries to form, expand or attract in the region. To generate this analysis, the project team anticipates conducting benchmark appraisal of your region's economic input advantages to selected competitors, focusing on key indicators corresponding with industry site location and market growth. Not all indices may be needed for the strategy, but examining measures as inputs and outputs relative to overall industry or specific industries is important to informing strategy discussions.

Within the limits of available, comparative, data and direct inquiry, time and budget for data sources and labor, the assessment will include regional systems for delivery of these illustrative inputs and outputs:

- **Innovation:** discover, develop, deploy.
  - Inputs
    - Science expenditures by selected field
    - Commercialization programs (private or public)
    - Enterprise growth support (incubators/accelerators)
  - Outputs
    - Science publications, citation frequency and patents in selected fields
    - Licenses and start-ups by selected field
    - Enterprise formation and growth rates
- **Workforce:** prepare, advance, renew.
  - Inputs
    - K-12 graduate rates
    - College and university graduates by discipline (totals)
    - Corporate, community college and university retraining programs
  - Outputs
    - Occupational composition and LQ by selected field
    - Unemployment by occupation
    - Position availability by occupation

- **Capital:** initiate, expand, restructure
  - Inputs
    - Angel, seed or pre--- venture capital fund amounts/sources
    - Venture capital fund amounts/sources
    - Commercial lending capacity/sources
  - Outputs
    - Start--- ups and Angel placements
    - New enterprise and venture placements
    - Commercial loans, joint ventures or acquisitions
- **Logistics:** mobility, communications, transmission
  - Inputs
    - Highways, rail and air transportation infrastructure/services, plus 3PL
    - Bandwidth and related wire and wireless telecom infrastructure
    - Power and energy transmission infrastructure
  - Outputs
    - Transit time to major markets
    - Bandwidth accessibility
    - Net transmission capacity
- **Resources:** power, water, waste
  - Inputs
    - Power generation (by mode)
    - Water capacity
    - Waste disposal capacity (including recovery services)
  - Outputs
    - Energy costs (industry, commercial)
    - Water costs
    - Waste disposal costs
- **Quality of Life:** housing, health, recreation
  - Inputs
    - Housing (homes and apartments) growth rate by price range
    - Health insurance costs and service availability (hospitals and clinics)
    - Recreational amenities (parkland, stadium, conference centers, theme parks, sports teams, symphonies, clubs, theatres, entertainment districts, programs and events)
  - Outputs
    - Percent home owners, loan expenditures and rents as percent of income
    - Epidemiology of children, adult and older adult diseases and disorders



- Visitors and community participation rates
- **Governance:** taxation, regulation, administration
  - Inputs
    - Per employ composite state and local tax expenditures
    - Regulatory complexity (land, building, operations)
    - Government total quality assurance programs
  - Outputs
    - Return on taxation (per employee tax expenditures relative to public performance measures, such as schools, roads, etc.)
    - Average permit processing time (zoning changes, building permits, environmental permits)
    - Corporate satisfaction and moves in or out of community

#### **2.4. Review Analysis with Stewards, Develop Strategic Scenarios**

The baseline and benchmark analysis of overall Wichita performance, industry drivers and economic input advantages provides the basis for the leadership group's first discussion of possible strategies scenarios to achieve the regional goals.

**2.4.1. Brief Stewards on Results of Baseline Analyses-** The project team will prepare a report and presentation integrating the three analyses that will serve as the baseline document for discussion of alternative strategic directions.

**2.4.2. Facilitate Stewards Generation of Alternative Strategic Scenarios-** The consultants will facilitate a strategic discussion session of the leadership group. The outcome will be alternative scenarios of strategic directions as input for working groups.

#### **2.5. Review Results and Alternative Strategic Scenarios with Extended Stakeholders**

Economic performance and what drives it should not be a mystery to the community and region. The project team will prepare a succinct report and presentation integrating the three analyses plus the strategic directions that will serve as the baseline document for the validation, action development and implementation planning phase of this competitiveness strategy initiative. When this information is prepared it can be shared with an open or invitation only forum to further inform and engage stakeholders. Further, brief releases and press briefings can be held, as agreed to, using this baseline to set the stage for the next phase of the strategy the cluster "working group" formations and action plan development.

### **Phase III Organize Industry Cluster and Cross-Cutting Working Groups**

The third phase of this economic development strategy will build the actual competitiveness and jobs strategy action and commitments to implementation. The project will call meetings of key clusters (producers, suppliers and economic input institutions) to brief them on the baseline analyses and strategic scenarios. Each cluster will then define their shared challenges and agreed upon priority actions that will comprise their respective competitiveness strategy.

### 3. Build Working Groups

3.1. **Build Cluster Working Groups:** The project team will work with co-sponsoring partners and the two interim industry cluster co- chairs (appointed by Leadership group) to organize a collaborative working group for each of the priority regional clusters (typically about five to seven).

- **Cluster Co-chairs:** Stewards will appoint two interim co- chairs to help convene each cluster group. The interim co- chairs of each cluster group can be confirmed or replaced by representatives from the cluster group during the first round of meetings.
- **Group Composition:** The participants in each cluster-working group will comprise producers, suppliers and key economic input institutions (workforce, innovation, capital, logistics, resources, governance, marketing, etc.).
- **Invitation Package:** The project team will provide an invitation letter and “job description” for use with cluster participants outlining responsibilities and time commitments (usually nine to twelve hours total over the project time frame).
- **Confirming Participants:** Organizing each cluster group requires diligent outreach and invitation confirmation by regional project partners. This means that, with the consultants help, WCOC needs to generate lists of companies and institutions, prepare and send invitations, carry out follow- up, achieve confirmation, and sustain participation through e- mail throughout the initiative.
- **Web Communications:** A webpage within a broader regional competitiveness website will enable continuing communications with cluster participants during the strategy process.

3.2. **Round 1 Meeting: Identify Challenges: Priority problems on which clusters are willing to work together:** The objective of this first three-hour round is to get stakeholders from each cluster to define and confirm *shared* cluster competitiveness challenges (problems).

- a. **Welcome:** At a designated meeting location (often a conference center, but can be any agreed upon location) participants in each cluster will first be welcomed by their cluster co--- chairs who will outline the cluster strategy process, mission and objectives.
- b. **Baseline:** The consultants present a 15minute review of the competitiveness diagnosis *prepared* earlier. Participants may comment on these findings as preparation for the next step.
- c. **Challenge Roundtable:** Then, participants will be facilitated in a carefully structured roundtable process during which they will identify specific competitiveness challenges that they face, whether in enterprise formation, expansion and attraction. Participants can only mention problems on which they are willing to work on with others. These

challenges will typically include specific issues pertaining to: workforce, innovation, capital, logistics, resources, marketing, governance and quality of life. Typically 25 to 35 competitiveness challenges are identified and documented on flip-charts.

- d. **Prioritization:** The last step of this session is for the participants to prioritize the challenges. A voting process does this. The results are usually five to seven strategic priorities.
- e. **Review of Next Steps:** The session concludes with review of challenges and outline of session two.

**Outcome:** This first session defines priority challenges that participants agree must be addressed by companies, suppliers and key input institutions (such as community colleges, universities, investors, utilities, etc.). This creates a demand-side focused set of needs that includes supply-side realities (where normally industries don't talk with input providers on a systematic basis). The participants are helped to prioritize challenges on which to work in the next round. Once a cluster organization is in place as a formal entity they can identify new or changing problems on an ongoing basis.

**3.3. Round 2 Meeting: Creation Action Plans: Priority initiatives on which clusters are ready to collaborate:** In this three-hour round of work consultants will work with each cluster to help them define the specific collaborative initiatives that can overcome the priority challenges. This process takes the following steps:

- a. **Welcome:** The cluster co-chair welcomes participants (who all have signed in) and reviews the agenda.
- b. **Point of Departure:** The consultants briefly review the priority challenges developed in round one.
- c. **Action Options:** Then, the consultants present brief examples of actions deployed to address similar challenges elsewhere, based on their cluster experience and knowledge base.
- d. **Roundtable:** Consultants facilitate a carefully structured roundtable process during which a range of potential actions on each of the priority challenges takes place. There may be three to four actions options proposed for each of the five to seven challenges.
- e. **Prioritization:** These actions are reviewed and voted on. As part of this participants must agree to join at least one action team. These teams will develop the action--- business plans and MOUs in round three.

**Outcome:** This second session will generate typically five to seven priority actions on which specific members of each cluster are willing to work together. The results of the round two session are either e-mailed to participants or are posted to their cluster group's webpage on the initiative website.

**3.4. Round 3—Create Business Agreements:** In this third three to four--- hour round of work the consultants will work with each cluster to prepare brief action business

plans that will specify agreements for each priority cluster actions.  
The sessions steps are as follows:

- a. **Welcome:** The cluster co--- chairs welcome cluster participants to this crucial meeting and review the agenda.
- b. **Review of MOU Process:** The consultants introduce and provide a simple template for preparing the action--- business plan and the MOU. The participants will have already signed up to work on a specific action during round two.
- c. **Breakout in Action Teams:** Cluster participants will break into facilitated action teams to prepare their action business plans and MOUs. This activity is about taking engaged, committed companies and institutions and having them focus on explicit steps that participants agreed to fulfill. Only actions agreements that have committed partners will be accepted. Each action teams will have technical and management support from the consultants. During their break out session they will draft the mission, objectives, structure, roles and responsibilities, resources and timing that will be deployed in their collaborative action as part of the cluster strategy.
- d. **Feedback Session:** When each action team has completed their rough draft, usually within 90 minutes, they will present their initial plans and agreements to their cluster peers and receive feedback (that is tracked by the consultants).
- e. **Review Strategy Elements:** Along--- side the cluster co--- chairs, the consultants will review and confirm the components of their cluster strategy (baseline, challenges, actions and action business plans) and discuss steps to completion.
- f. **Cluster Vision—Return on Solution:** To complete this important third session, the consultants facilitate a roundtable session that defines what we call the cluster's "return on solution". That is, the cluster participants are asked to review the challenges and actions on which they have committed to work and now describe their "vision" of how the cluster will look, economically, three to five years out based on the impacts of the actions that will be carried out. In this discussion stakeholders will briefly describe the expected impacts of the incremental changes to their cluster in terms of its employment, revenue, structure and dynamics.

**Outcome:** This third session will generate three to six tangible collaborative action MOUs to enhance each cluster's competitiveness, plus the return on solution for carrying the strategy out. These MOUs or agreements are the core element of each cluster strategy. The MOUs are either e--- mailed to cluster group participants or are posted to their group's webpage on the initiative website.

#### **Phase IV Create Integrated Strategy from Vision & Work Teams, Public Launch**

The final work phase is about integrating critical elements of the regional economic development strategy into action commitments for launch. To this point the strategy process has focused on building the clusters and shaping collaborative strategies and

commitments to action. Now, in the integration phase the objective is to achieve agreement on *two* sets of decisions essential to enabling implementation and continuous progress on improving all elements of regional economic performance. The first decisions define region-wide initiatives upon which industry and institutions can work together to improve the core economic advantages of the region. The second decision defines how to support implementation of both cluster initiatives and broader region- wide initiatives.

#### **4. Integrate Strategy and Plans**

- 4.1. **Stewards Meeting: Identify Cross-cutting Challenges:** Cluster co- chairs report their challenges to “stewards” at the first leadership group meeting and are facilitated by the consultants to work together to identify shared competitiveness challenges that reach across clusters. The consultants, having done this before, will help participants recognize shared opportunities on which to act regionally. The outcome will be cross- cutting regional competitiveness challenges (for “rising tide solutions”). These results are prepared and either e-mailed to the stewards group and/or posted to the internal stewardship group webpage for the initiative.
- 4.2. **Stewards Meeting 2: Define Target Regional Initiatives:** Cluster co- chairs and “stewards” identify, review and select priority cross-cutting, action initiatives on which to collaborate across clusters and institutions. Cluster co- chairs will be invited to bring the action team MOU leaders from their actions to this meeting to provide more hands- on insights into priority actions. As noted, these cross-cutting initiatives can take the form of “Legacy Initiatives” to overcome past problems, “New Initiatives” to energize new development or “Sustaining Initiatives” to enhance energy, water, waste and related social equity objectives. The outcome will be agreements to collaborate on planning and implementing strategic regional initiatives focused on innovation, workforce, capital, logistics, resources, marketing, quality of life, governance. These “cross-cutting” initiatives are often technically or politically more complex than individual cluster initiatives and can also lever state, federal, international and investor resources. The draft proposals and commitments from this session are tracked and either e-mailed to stewards and cluster co-chairs or posted to the stewardship group webpage.
- 4.3. **Prepare and Integrate Cluster and Regional Partnership Business Plans:** Cluster group co- chairs, members, regional input provider representatives and “stewards” are facilitated to achieve two objectives:
  - **Cluster Organization Business Plans-Readying Cluster Groups:** Cluster members (for key clusters) and their co- chairs will be guided through a process of defining the mission, structure and operations of new cluster organizations based on what they have learned about cluster dynamics. These organizational business plans will emphasize sustaining ongoing collaboration between cluster members who are producers, suppliers and key economic input institutions (education, finance, innovation, logistics, resources, marketing) so that, unlike

industry trade associations, each cluster can serve as an action focused, continuous improvement focused competitiveness group (and not a lobby).

- **Regional Partnership Objectives Enabling “Convening the Market”:** The consultants will guide the Stewards, cluster co- chairs and institution representatives through the process of collaboratively defining the overall mission, structure and operations for a new or enhanced partnership mechanism. This set of agreements will be the baseline for further crafting a detailed business plan to guide and manage implementation of specific cluster organizations, collaborative competitiveness actions and cross- cutting initiatives, as well as track results (providing ongoing indicators of competitive performance for the region). The outcome of this process will be the broad parameters for a new regional partnership entity for which a formal business plan can subsequently be undertaken, with oversight from regional “stewards”.

4.4. **Integrate Plans Into Regional Strategy:** Integrate all building blocks into a formal regional economic development strategy and implementation management plan that includes the overall regional partnership and component cluster organizations. The following *illustrates* the outline of what might be included in the action--- focused regional strategy:

- Goal: Building a High Performing Region
- Baseline: Where We Are Today—A Benchmark View
  - i. Our Overall Performance
  - ii. Industry Competitiveness: Cluster Positions and Potential
  - iii. Economic Input Advantage: Status of Key Building Blocks
- Cluster Strategies: Regional Economic Engines
  - i. Cluster A: Position, Challenges, Priority Actions, Collaborative MOUs
  - ii. Cluster B
  - iii. Cluster C
- Regional Flagship Initiatives: Major “Wave” Commitments
  - i. Workforce Partnership
  - ii. Innovation Partnership
  - iii. Capital Partnership
  - iv. Logistics Partnership
- Implementing the Future: A New Regional Partnership
  - i. Mission: Convene the Marketplace for Continuing Solutions
  - ii. Structure: Output Engines and Input Building Blocks
  - iii. Operations: Manage Cluster Actions, Flagships, Tracking, New Initiatives

Based on the strategy PowerPoint presentations for leadership use will be prepared. This will include providing the specifications for a Regional Competitiveness Tracking System that can be used on an ongoing basis to track progress of the regional cluster portfolio and the responsiveness and performance of critical economic inputs.

4.5. **Public Launch Event:** Plan and host regional event at which the “stewardship” group, cluster co--- chairs and economic input institutions present the regional competitiveness strategy, outline new collaborative partnership structure and confirm commitments to implementation steps. The content and presentations will be posted to a Regional Competitiveness Strategy website. Print, television and radio and web representatives will be invited to the event. Briefings to press will be planned to consistently communicate the achievements of the collaborative regional strategy process, and, set the stage for launching implementation.

### Statement of Work: Schedule, Deliverables and Cost

The project is estimated to take thirty-nine elapsed weeks (estimated 9 <sup>3</sup>/<sub>4</sub> months) including holiday breaks. The assumed project start date is the second or third week of July 2014 at the earliest or first week of September 2014 at the latest. This range is based on the assumption that it may not be possible to schedule regional leader meetings in August due to traditional, summer vacation schedules.

### Project Preparation

The project preparation takes place during the first week of work. The timing and delivery is subject to the availability of at least one team member from WSU and WCOC to meet with the two StarNet personnel.

Task	Schedule	Deliverable/Outcome
Project Team Organize	Week 1 of 39	Roles, responsibilities & task assignments

### Phase I Secure Leadership, Formulate Vision, Public Announcement

Task#	Tasks	Max Schedule	Deliverable/Outcome
1.1	Co-Leaders	Week 2 of 39	Co-Chair Selection
1.2	Leadership Group	Week 3 of 39	Leadership Group Formation
1.3	Co-Clusters Chairs	Week 4 of 39	Cluster Chairs Selection
1.4	Stakeholder Briefings	Week 6 of 39	Briefing to Extended Stakeholders
1.5	Public Launch	Week 8 of 39	Public Launch Event

### Phase II- Complete Baseline & Benchmark Analyses

Task#	Tasks	Max Schedule	Deliverable/Outcome
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<b>2.1</b>	Regional Performance Analysis	Week 6 of 39	PowerPoint Report on Competitive Position
<b>2.2</b>	Industry Engines Analysis	Week 10 of 39	PowerPoint Report on Cluster Positions, Select Clusters
<b>2.3</b>	Economic Foundations Analysis	Week 12 of 39	PowerPoint Report on Economic Input Needs (?)
<b>2.4.1</b>	Integrated Analysis Discussion	Week 14 of 39	Briefing on Integrated Analysis and Facilitated Discussion
<b>2.4.2</b>	Alternative Strategy Discussion	Week 17 of 39	Facilitated Discussion to Develop Alternative Strategies
<b>2.5</b>	Baseline & Strategy Meeting w/Stakeholders	Week 19 of 39	Briefing to Extended Stakeholders

### Phase III Organize Industry Cluster and Cross-Cutting Working Groups

<b>Task#</b>	<b>Tasks</b>	<b>Max Schedule</b>	<b>Deliverable/Outcome</b>
3.1	Build Cluster Groups	Week 21 of 39	Cluster Leaders and Members
3.2	Identify Challenges	Week 22 of 39	Agreement on Growth Challenges by Cluster-Report
3.3	Prioritize Actions	Week 24 of 39	Agreement for Prioritized Actions by Cluster-Report
3.4	Create Action Agreements	Week 26 of 39	MOU/Agreements to Implement Actions by Cluster

### Phase IV Create Integrated Strategy from Vision & Work Teams, Public Launch

<b>Task#</b>	<b>Tasks</b>	<b>Max Schedule</b>	<b>Deliverable/Outcome</b>
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4.1	Identify Cross-Cutting Challenges	Week 28 of 39	Agreement of Common Challenges Across Clusters-Report
4.2	Decide on Regional Target Initiatives	Week 31 of 39	Agreements for Common Investments Across Clusters
4.3	Prepare and Integrate Cluster and Regional Partnership Business Plans	Week 33 of 39	Agreement on Regional Partnership Organization for Clusters
4.4	Integrate Cluster Plans into Regional Economic Development Strategy	Week 36 of 39	Integrated Plan for Economic Development-Jobs Plan Strategy
4.5	Implementation Launch Event	Week 39 of 39	Public Launch Event

## Cost Proposal

StarNet offers a firm-fixed price for Professional Labor and an estimated Out-of-Pocket expense price not to be exceeded without WSU authorization.

<b>Professional Labor</b>	<u>Days</u>	<u>RATE</u>	<u>TOTAL</u>
SME-Strategy, Facilitation, Innovation	87.10	\$ 1066.75	\$ 92,924.00
SME-Economic Development	98.00	\$1066.75	\$104,541.00
Research Analyst	0.00	\$0.00	\$ 00.00
<b>Total Direct Labor</b>			<b>\$ 197,465.00</b>
<b>Purchased Research</b>	<b>Units</b>		
Description	N/A		\$ 0.00
Description	N/A		\$ 0.00
<b>Total Purchased Research</b>			
<b>Travel and Out of Pocket (Estimated)</b>	<b>Units</b>		
RT Air Travel SF to ICT	28	\$ 600.00	\$ 16,800.00
Lodging+ Local Taxes	82	\$ 152.00	\$ 12464.00
Automobile	82	\$50.00	\$ 4100.00
Meals-Per Diem	82	\$ 50.00	\$ 4100.00
Other			
<b>Total Travel &amp; Out-of-Pocket</b>			<b>\$ 37,464.00</b>
<b>TOTAL ESTIMATED PRICE</b>			<b><u>\$ 234,929.00</u></b>

## Invoicing and Payment

StarNet will accrue and bill costs on a monthly basis. Invoices will be formatted to disclose total contract amount, accrued expenses to date, the amount charged in the relevant billing period and the contract balance.

StarNet's invoices will require payment within thirty calendar days of receipt.

## **Management and Staffing**

StarNet operates as a network of professionals that have collaborated in the field of technology commercialization through strategic alliances.

Mr. Paul Masson and Mr. James Gollub will complete this assignment. (Please see biographical summaries in Appendix B).

## Appendix A: StarNet Qualifications

### General

Strategic Alliances Resources Network, LLC (StarNet, LLC) is a network of specialists that provide innovation alliance management consulting and services to major corporations, Federal government laboratories, universities and state economic development authorities.

StarNet was formed as a California Limited Liability Corporation (LLC) in 1999 to assist managers in improving the success rate of technology development, innovation alliances including industry consortia, innovation clusters (i.e. from economic development plans), joint ventures, public/private partnerships, R&D limited partnerships, university technology park partnerships and industry-university partnerships. The knowledge based for StarNet's services is drawn from two fields of research:

- **Technology transfer and commercialization-** Research confirms that alliances and partnerships are the most effective means of technology transfer and commercialization, but also the most complex to organize and execute.

- **Alliances and Partnering-** Research confirms that half or more of all alliances and partnerships fail to achieve their objectives due to errors in design and execution.

### Formation and Ownership

The Network was formed by the merger of independent consulting practices of Paul Masson and Keith Gale, who had worked together at the American Technology Initiative, Inc. (AmTech) technology transfer research organization from 1989 through 1992. During their tenure at AmTech, Messrs. Masson and Gale undertook extensive in the fields of technology transfer, partnerships, and public/private collaboration.

StarNet is currently majority-owned by Paul Masson with minority ownership by a Masson Family investment trust. Paul Masson has total decision-making and contract commitment authority.

### Expertise Network

StarNet is organized as a formal expertise network, with on-call retainer agreements with six specialists. The network is composed of individuals each with 20+ years experience in:

- Innovation Management
- Strategic Alliances (Planning, Management, Transition)
- Technology Commercialization
- Regional Economic Development
- Intellectual Property
- Government Contracting
- Partnership, Consortia and Syndicate Operations
- Organizational Design and Group Processes

### Experts Proposed for WSU

StarNet will staff the project with two individuals:

- Mr. Paul Masson- Project Manager, Strategic Planning Facilitator
- Mr. James Gollub- Economic Development Specialist

Biographies of Mr. Masson, Mr. Gollub are included in the section on Professional Staffing Qualifications (Page 28).

## **Network Organization**

StarNet is organized by project and not by function. StarNet organizes networks of subject matter expert professionals into projects around a proprietary method (innovation alliances). The proposed project will be one of three in process during the WSU estimated performance period of July 7, 2014 or later through May 10, 2015.

## **Network Operations: Information Systems**

StarNet supports projects from an operations office in the San Francisco commercial district. The office has workstations that support three computers working off secured, single server network, supplemented by online services to support up to three projects and StarNet G&A functions. All computers are dual function (i.e. MAC and PC OS) systems updated through 2011 and virus protected. StarNet maintains an intra-net and virtual private network. Supplementary online services include:

- Project Management- Red booth for secured project management
- Briefings- WebEx for small-scale briefings and communications
- Group Meetings- Group Mind Express for large-scale meetings requiring joint

## **Projects: Related Knowledge**

StarNet supports a maximum of three projects at any point in time. Paul Masson will be managing and consulting two other projects concurrently if StarNet receives the Jobs Plan Strategy award from WSU. Two projects draw from the StarNet method used to advance innovation through collaborative structures for job formation. This project will draw from a mix of strategic planning, economic development and innovation based economic development methods.

## **Wichita Regional Experience**

StarNet has direct and indirect experience of the Wichita regional economic profile from both aviation and energy related projects. StarNet's aviation related experience spans the period of time from 1995 through 2013. StarNet has authored or co-authored two white papers and two proposals with NIAR managers directed to NASA and the FAA proposing the University as the best locus of technology based collaboration for materials, software and communications related to the nation's changing aviation system known as NextGen. StarNet's energy related experience spans the period 2012 through 2013 due to our analysis of likely fabrication and testing partnership locations for new solar-powered systems that convert natural gas to syngas. StarNet facilitated the Wichita regional strategic planning and proposal development for the Investing in Manufacturing Communities Partnership (IMCP) national initiative. The Wichita regional proposal was selected as one of twelve winners as announced on May 28, 2014.

## **Economic Development**

Jim Gollub is the project Subject Matter Expert on Economic Development. Jim has thirty plus years of experience at guiding regional leaders in the formulation and implementation of economic development strategies. Jim is one of the conceptual and content creators of the "cluster" methodology for economic development, which he has applied through the US, Europe, Latin America and Asia. Jim has also guided the application of these principles to the impact of research institutions and universities on

innovation, industry, and community *and* in building the “innovation pipeline” strategies between institutions and the economy to improve these impacts. Delivered solutions through vision, strategy and business planning of new “bridges” between university and the marketplace.

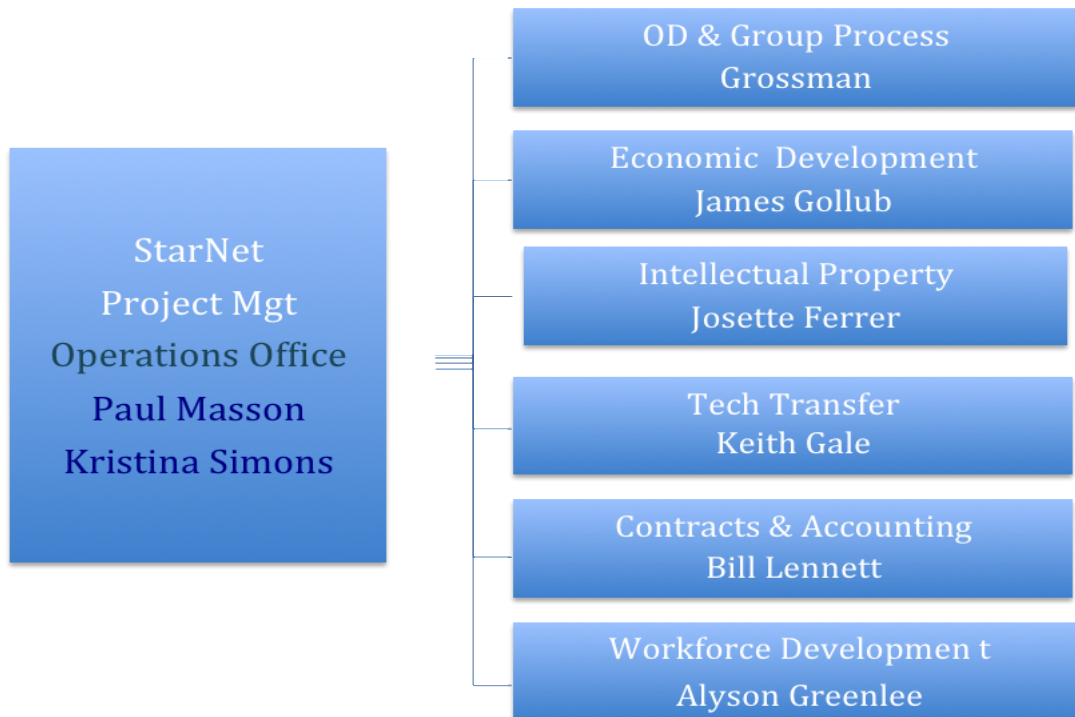
### **Group Dynamics: Joint Visioning and Strategy**

StarNet’s project leader, Paul Masson, has twenty-years continuous experience at guiding multi-stakeholder groups of adversarial representatives into cooperative agreement on topics including organizational plans (strategy and operating), government program plans, economic development clusters, technology partnerships, public/private partnerships and policy formulation task forces. Paul’s foundational training began in the early 1980’s at SRI International in the context of facilitating meetings for multi-stakeholder, commercial client groups to secure agreement on strategic plans and operating budgets. Paul’s methods are based on widely accepted observation that most individuals operate in competitive environments but are willing to cooperate if their “path to success” is laid out clearly, and there is assurance of an independent arbiter: whether a set of rules or a facilitator.

### **Meeting Facilitation: Paraphrasing, Stacking, And Engaging**

StarNet’s proposed project manager, Paul Masson, and colleague, Mr. James Gollub, practice meeting facilitation as a fundamental service to clients seeking to secure multi-stakeholder agreements. Paul has been applying these meeting techniques since the early 1990’s in the context of forming public/private innovation partnerships. Paul’s preferred method is to interview participants prior to any meeting. This permits maximizing the ability to paraphrase, stack (guided question sequence) and identify patterns of common interest among the participants. StarNet uses a “meeting planning” guide that addresses issues ranging from room setup to color of pen and facilitation method. Within the facilitation method, StarNet selects a “resolution” method from among options such as full consensus, conditional consensus (i.e. live with the outcome) and majority vote. The meeting planning and facilitation list methods have been developed over the past twenty-five years.

### **Organization: By Project**





**Paul Masson**

**StarNet, LLC**

**Strategy, Facilitation, Innovation**

**Expertise Focus: Technology Transfer for Economic Development**

- Twenty-five years of strategy formulation and facilitation for Fortune 500 financial services firms, startup companies and innovation alliances
- Commercial sector technology commercialization experience in information systems, materials, aviation, energy, agriculture, sensors & controls, robotics
- Public/Private program formulation and implementation for Federal (NASA, DOT, DOD), state (WY, CA, VA, CO) and academic (CMU, Univ. Wash, WSU) technology transfer and commercialization for organizational and economic development

**EXPERTISE BY SECTOR**

- Commercial sector corporate finance, management consulting, startups, technology commercialization, venture/angel capital fundraising
- Government sector policy development, program formulation, project management, government program administration, limited security projects
- Non-profit sector formation and management of 501-c-3 corporations to pool and management research and development funding for new IP, job formation and startups

**PROFESSIONAL EXPERIENCE**

**Technology Consortiums** Lead teams that formed or supported over two-dozen technology alliances. Developed and trained teams in modified forms of technology alliances specific to public/private sector alliances. Consulted to Federal agencies including NASA, DOD, DOE, and DOC regarding alliance formation & development. Consulted to private sector organizations in industries including software, materials, sensors, information systems equipment, and aerospace.

**Public/Private Partnerships** Developed and consulted to Federal agencies, foundations and non-profit organizations on forms of alliances specific to the needs of public benefit projects. Consulted to Federal agencies including the Presidio Trust, and private foundations including Kauffman and Stuart Foundations.

**Technology Transfer and Commercialization** Lead teams at non-profit, AmTech, which researched and deployed new forms of technology transfer from Federal agencies to private organizations including: partnerships & alliances; federal technology incubators; and military base conversions with technology parks.

**Startup Companies** Mid and senior level project manager in three startup companies leading product development teams. Participated in development and execution of business plans and fundraising at all three companies. Formed technology and services alliances in two of the three startups. Executed over 120 venture capital presentations.

**Management Consulting** Senior consultant and Group Director of Corporate Finance consulting focused on Fortune 1000 clients at SRI International and Cap Gemini Consulting. Range of consulting included corporate strategy, mergers & acquisition strategies, product

development partnerships & alliances, and "turn-around" projects in the field of banking, insurance, real estate, pension management and information systems.

**Corporate Finance** Entry level to senior level responsibilities including credit analysis, tax strategy, corporate strategy, offshore branch locations, debt to equity swaps, off-shore sale leaseback positions and syndicated lending to US multinationals and foreign governments in Latin America at both commercial (Wells Fargo) and investment banks (Babcock & Brown).

## **EMPLOYMENT HISTORY**

Managing Director, StarNet, LLC (1996 to Present)

Director-Technology Commercialization, American Technology Initiative (1989-1996)

Senior Mgt. Consultant, Cap-Gemini/MAC (1987-1988)

PMC Management Services (1985-1987)

- Ginex Funding Corporation (1986-1987)

- Babcock & Brown Trade Finance (1986-1987)

- Mushroom King, Inc. (1986)

- MAD Intelligent Computer Systems (1985-1986)

Senior Consultant, SRI International (1981-1985)

Asst. Vice President, Wells Fargo Bank (1976-1980)

## **PROFESSIONAL AFFILIATIONS**

National Council of Public/Private Partnerships (NCPPP)

Association of Strategic Alliance Professionals (ASAP)

Association for Strategic Planning (ASP)

## **AWARDS**

NASA Turning Goals Into Reality Award

NASA Public Service Award and Medal

University of Pennsylvania Spoon Award

White House Public Policy Fellowship

## **EDUCATION**

MBA, Finance, Wharton School, University of Pennsylvania (Honors) 1975

B.S., Economics, Wharton School, University of Pennsylvania (Honors) 1974

## **CERTIFICATION AND TRAINING**

Risk Management Systems (Wells Fargo Bank)

International Trade and Currency Systems (SRI International)

Strategic Management Program (SMP Course- SRI International)

Strategic Alliance Management (Multiple)

Interagency & Military Planning (National Defense University- Joint Forces Staff College)

Online Meeting Systems (GME and Multiple)

## **ACADEMIC TEACHING & MANAGEMENT TRAINING EXPERIENCE**

Lecturer, Stanford University (1983-1984) from Stanford Research Institute (SRI Int'l)

Guest Lecturer, University California Sonoma State (1992-1993)

Guest Lecturer, National Defense University (2009)

**Trainer, National Aeronautics and Space Administration (NASA) (1999-2007)**

- Managing the Influence Process (MIP)
- Managing the Execution Process (MEP)
- Business Execution Process (BEP)

## James Gollub

**James Gollub**

**James Gollub Associates (JGA)**

**Economic Development Specialist**

### PROFESSIONAL ROLE

Enable major institutions in fulfilling their mission to deliver innovation, economic growth and sustainability locally, statewide and nationally.

### EXPERIENCE

Extensive work globally assessing the economic impact of research institutions and universities on innovation, industry, and community *and* in building the “innovation pipeline” strategies between institutions and the economy to improve these impacts. Delivered solutions through vision, strategy and business planning of new “bridges” between university and the marketplace:

- **Discovery**—*Moving science to innovation*: Designing new, translational research collaboratives that attract net new research revenue.
- **Development**—*Converting innovation to solution*: Planning commercialization centers and investment vehicles to “capture the economic value of innovation” through enterprise deals.
- **Deployment**—*Bringing solutions to marketplace*: Catalyzing cluster---based job and revenue growth in new industry group and science and technology parks serving as microeconomic hubs.

### COMPETENCIES

- **Leadership**: Organized and managed complex development initiatives for and with research institutes, universities, national laboratories and their public---private stakeholders globally.
- **Innovation**: Developed and applied collaborative approaches to build integrated innovation management structures designed to optimize capture revenue and achieve economic impacts.
- **Analysis**: Capacity to diagnose S&T competencies and reveal factors that shape institutional and economic performance, competitive position and options.
- **Strategy**: Completed successful initiatives for and with institutes, universities and their partners to shape new directions in science, commercialization and economic impacts including 10 R&D institutes, centers and incubators, 15 S&T parks and 30 cluster initiatives.
- **Management**: Proven track record in organizing and directing large scale, multi---disciplinary, initiatives domestically and internationally.
- **Communication**: Experienced motivational and technical speaker with strong facilitation/mediation capabilities, author of books, reports and articles.

# EMPLOYMENT HISTORY

James Gollub Associates LLC, Founder	2013 –
E--Cubed Ventures LLC, Co--founder	2009 – 2012
ICF International, SVP, Global Economic Development	2000 – 2009
Information Design Associates (IDeA) LLC, Founder	1995 – 1999
DRI/McGraw--Hill, Principal, Economic Competitiveness Grp.	1992 – 1994
SRI International, Co---Director, Ctr. for Economic Competitiveness	1976 – 1991

# EDUCATION

- MPL, School of Urban & Regional Environment, University of Southern California, 1976
- Dual Degree/Certificate, School of Gerontology, University of Southern California, 1976
- National Oceanic & Atmospheric Administration (NOAA), Sea Grant Fellow, 1974- 76
- BA, Psychology, University of California, Berkeley, 1974

# PUBLIC SPEAKING

Key-note and panel presentations at many national and international conferences (IASTP, AURP, IEDC) and forums on innovation, economy, investment, technology commercialization, and technology parks.

# FACILITATION

Convened and facilitated hundreds of collaborative institute, university, business, technology and economic strategy sessions in over 20 countries.

# PUBLICATIONS

- **Reports/Articles:** Author of many strategy reports for international, national, state and private entities, best practice guides for federal agencies (particularly on cluster-- based economic development), presentations on innovation and economic competitiveness strategy (federal agencies, universities, World Bank, USAID and industry associations).
- **Books:** Author and co- author of three books:  
The Decade Matrix (Addison- Wesley, 1991)  
Japanese Companies in American Communities (Japan Society of New York, 1992)  
The Role of State Colleges and Universities in Economic Development (ASCU, 1982)

## Appendix B: James Gollub and Associates-Selected Qualifications

### National Policy—Innovation, Competitiveness and Community Problem Solving

- **Contribution to Field:** Beginning in the mid-1970s Gollub conducted research for federal agencies (NSF, HHS, NIMH, AOA, DOC, DOE) and foundations on how markets create problems and can be enabled to deliver solutions. This ranged from examining challenges from innovation to economic competitiveness to community dynamics (housing and social services). Research then led to demonstration projects with national associations, from governors (NGA) to counties (NACO) to cities (PTI) to employers (NAB). These initiatives set the basis for Gollub's consulting practice directly to major public and private stakeholders globally.
- **Domestic Innovation:** Conducted early research for the National Science Foundation (NSF) on the role of state governments and universities in innovation-based development including assessment of national innovation programs for Congressional Committees.
- **US Competitiveness:** Introduced cluster-based economic development strategy to national, state and local practitioners through two US Economic Development Administration (DOC/EDA) projects as well as through work for the Department of Housing & Urban Development (HUD/PD&R).
- **International Development:** Through the World Bank Group, USAID and national clients advised overseas clients on national diversification, cluster and corridor development as well as private investment strategies—from the Persian Gulf to Southeast Asia.
- **Community Problem Solving Under Budget Constraint:** Developed and managed a series of projects for HHS and other US agencies (NIMH, AOA) titled “Rediscovering Governance” that showed how existing resources could be used in new ways to solve market inefficiencies or inequities. This led to demonstration projects in counties and broad diffusion of framework and best practices with public interest group partners.
- **Regional Challenges for National Policy:** Prepared White Paper for first term Obama Administration Transition Team titled “Maximizing Stimulus Impact: Making Integrated Investments to Strengthen US Regional Economies” (2008).

### Regional Competitiveness & Sustainability Strategy

- **Contribution to Field:** Assessed domestic and international trends shaping high performing economies and used insights from this work to shape a new approach to competitiveness strategy and implementation partnerships for nations, states and metropolitan regions globally—bottom-up, market-driven, industry-input focused strategy integrated into a regional portfolio management approach to enabling a sustainably prosperous economy.
- **Domestic:** Carried out comprehensive cluster portfolio strategies for Albuquerque, Austin, Baton Rouge, Silicon Valley, New York, Ottawa, San Francisco and Southeast Los Angeles as well as states from Connecticut to Ontario and British Columbia.

- **International:** Breakthrough economic strategies for Bangalore, British Columbia, Calgary, Edmonton, Hong Kong, Ontario, Ottawa, Osaka, Thailand, Heilongjiang, Tianjin, Maribor/Slovenia, Bratislava/Slovakia, Baranya/South Hungary, Bosnia.

### Industry Cluster Strategy

- **Contribution to Field:** Building from analysis of Midwestern US industry producer supply-chain dynamics during “rust belt” developed the first US industry cluster-specific competitiveness strategies. These worked from the local “bottom-up” to global market competitiveness engaging business leaders, supply chain and public economic input institutions domestically and globally in new collaboratives.
- **Emerging:** Carried out initiatives focused on clean technology, biotech, fuel cells, information technology, new media/creative industries, and nanotech from Washington State to Queensland, Australia.
- **Transforming:** Completed next generation agriculture, financial services, energy and petrochemicals, tourism, automotive, transportation and logistics cluster initiatives from Mississippi and Texas to Scotland.

### University Impacts and New Economic Roles

- **Contribution to Field:** Began by advising universities on how to understand and maximize their economic impacts as partners in the surrounding regional economies in the early 1980s with Case Western, Cleveland State and Cuyahoga Community College (1982) and then assessing the Michigan Research Excellence Program (1986), the New York State Centers of Excellence in Advanced Technology (CATS) Program (1992) to craft “innovation pipeline” framework.
- **State Innovation:** Advanced to enabling universities to evolve a new mission in innovation-based economic development beginning with the State of Maryland Technology Strategy (1990) with Johns Hopkins and University of Maryland and University of Baltimore and later the Governor’s New Jersey Innovation Triangle Strategy (2006) working closely with the presidents of Princeton, Rutgers, and NJIT among others.
- **University Economic Impacts:** As budget issues became major threats to universities assessed the economic impacts of the University of California System on California (“It Starts Here,” 2003), then the impact of California State University system (“Working for California,” 2005) and the individual impact assessment for CSU San Diego (2007), among others. Now routinely work with multiple universities to build new links to regional and global marketplace.

### Technology Institutes and S&T Parks

- **Contribution to Field:** Linked the deliberate structuring of integrated technology centers to serve “bridges” along the innovation pipeline anchoring technology parks to serve as concentric rings of a microeconomic hub strengthening regional economies.



- **R&D and Commercialization Centers:** Beginning in the 1980s prepared the vision, strategy and business plans for university-affiliated *and* independent R&D institutions, consortia and technology commercialization organizations (including incubators and accelerators) designed to foster economic growth. These have included R&D centers in biotechnology, wind energy, hydrogen and fuel cells, digital media, bio-products, MEMS from Michigan to Tokyo to Ontario and Finland—some now operating for 10-to-30 years.
- **Science & Technology Parks:** As many tech parks became “orphan real estate”, we began to offer vision, strategy and business planning—and now have advised 15 science and technology parks and centers globally that serve as “next generation micro-economies” that enhance flow of science to innovation, innovation to solution and solution to market within and from surrounding metro regions. Examples include: MCA Foundation Biomedical Institute of the Americas, West Bank (Ramallah), Algeria Sidi Abdellah Cyber Parc, the UC MBEST Center (Monterey, CA), University of Sunshine Coast Technology Precinct, the Sandia Science & Technology Park (Sandia, NM), University of Idaho Research Park, the Salerno Science Park, among others.

<b>Funding</b>
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Collaborator	Full or Partial	Share of Cost*	Adjusted Share of Cost
City of Wichita	Full	\$ 39,155	\$ 42,986
Sedgwick County	Full	\$ 39,155	\$ 42,986
Wichita State University	Full	\$ 39,155	\$ 42,986
Wichita Metro Chamber	Full	\$ 39,155	\$ 42,986
Greater Wichita Economic Development Coalition	Full	\$ 39,155	\$ 42,986
Wichita Downtown Development Corporation	Partial	\$ 20,000	\$ 20,000
TBD	Partial	\$ 19,155	- - -

\* Total cost of Proposal = \$234,929.00

If regional partners are not identified to supplement the remaining share of the Wichita Downtown Development Commission share, then the five full members will split that amount.